



2025-2028 Strategic Plan



OVERVIEW

October 2024 marked the beginning of a new four-year term of Council for the Town of Faro. Council has experienced challenges aligning itself and the community in a common direction, and therefore this plan has taken longer than usual to develop.

The development of a Strategic Plan is an opportunity to review prior achievements and evaluate failures in an effort to develop a current set of Goals and Actions to guide Council and Staff during the term of Council. A Strategic Plan can also direct longer-term planning processes but direction is re-evaluated during each new term of Council to ensure the organization remains responsive to its electors.

To assist in establishing this Plan, Council tasked the CAO to gather input from the public, municipal staff, and municipal volunteers. A written survey, public open house, staff and volunteer workshops and individual Council interviews were conducted. A Council Workshop was subsequently held, with a draft being presented to Council and subsequently to the community for comment. This final version will assist the Town of Faro in aligning its movement forward in a strategic manner.

PLAN DEVELOPMENT

To develop this Plan, Council identified that they would not use a third-party consultant. Rather, the content for the draft plan was developed through a series of workshops, individual interviews and open meetings held in September - December, 2025

This included participation from the public, Municipal Employees, Members of Council, and Municipal Volunteers. The Draft Plan was subsequently presented to the public to give community stakeholders a final opportunity to provide input into the Plan. This Final Strategic Plan was adopted at the December 16, 2025, Regular Council Meeting by Resolution No. 25-471.

VISION

The vision focuses on Faro remaining a viable community that retains and attracts people and business, and can be summarized as:

“Faro will thrive, surrounded by natural beauty, because of the community’s strength and tenacious character. It will be ready to welcome the future”

MISSION

To achieve this vision, Faro needs to create an environment that supports it. To do this, the following mission has been created:

“To make our vision a reality Faro will focus on strengthening relationships, increasing accountability and transparency, and building its municipal capacity.”

GOALS

To operationalize the mission, the following goals and action items were identified:

GOAL #1: PROVIDE MUNICIPAL SERVICES IN A TRANSPARENT, ACCOUNTABLE, AND COST-EFFECTIVE MANNER

ACTION ITEMS:

- a) **Adopt and implement an updated Procedural Bylaw to make Council’s decision-making processes transparent and accountable to the public.**
- b) **Develop a Communications Policy that provides direction on the release of timely and accurate information to the community.**
- c) **Undertake maintenance / rehabilitation work on existing municipal facilities, infrastructure and assets prior to expanding service delivery or developing new facilities/infrastructure (i.e. Road/Water & Sewer Infrastructure rehabilitation).**

- d) Develop an Asset Management Plan and system that informs budget development processes.**

The Town of Faro can improve its transparency and accountability by improving its internal decision-making processes, internal and external communication processes, and by relying on publicly available, quantitative assessments of its facilities, infrastructure and assets.

Consistent and stable implementation of municipal processes helps to build trust in the community while at the same time improving internal direction from Council to staff, and feedback from staff to Council.

GOAL #2: BUILD A STRONGER SENSE OF COMMUNITY

ACTION ITEMS:

- a) Support the delivery of Recreation and Cultural programs and events in the community, with higher priority placed on events that bring the community together or promote Faro as a destination.**
- b) Provide opportunities and municipal spaces where non-municipal clubs, groups and societies can hold events that foster community pride.**
- c) Work on improving Faro's relationship with neighbouring communities.**
- d) Engage in promotional projects that showcase Faro's recreational assets, natural beauty and tenacious spirit.**

The Town of Faro must create an environment and facilities where residents, Council Members, employees and volunteers are proud to live and work. Maintaining high-quality, community spaces improves the appearance of the community and makes people want to visit, work, and stay here. This is important for the attraction and retention of both families and businesses.

Relationship development is an important and ongoing process, inside and outside of Faro. This will require the enhancement of both individual, community and corporate relationships.

GOAL #3: BUILD INTERNAL MUNICIPAL CAPACITY

ACTION ITEMS:

- a) **Implement the recommendations in the third-party reviews of Workplace Harassment Incidents.**
- b) **Initiate the modernization of municipal financial and operational processes.**
- c) **Develop and implement better internal communication processes.**
- d) **Develop and implement a Performance Appraisal Policy to better assess employees and identify individual training needs and goals.**
- e) **Provide targeted training opportunities for employees and volunteer firefighters to build their knowledge and skills.**

The Town will thrive by supporting employees with clear communication, implementing effective internal processes, providing training opportunities, and creating a respectful workplace.

This goal will only be effective if Council, Management, Employees and Volunteers are meaningfully invested in a positive outcome. This requires everyone to work in tandem while staying within their respective roles and taking responsibility for their actions in the organization.

IMPLEMENTATION

The ultimate responsibility for implementing the actions in this Plan lies with Council, with the support of the Chief Administrative Officer, Municipal Employees and Volunteers. There is also a strong role for the community to play in implementing the

Plan. The Strategic Plan will be utilized as a guiding document in each departments' budget submission, applications for funding and recommendations to Council.

MONITORING

Monitoring verifies that this Plan is being implemented. It assists Council to track the progress of the Plan. The following actions are recommended to implement monitoring:

1. An annual Report will be created by the CAO and Management to identify progress on the actions in the Plan. This will be presented during the Budget Process and will identify:
 - Progress on action items: Successes and impediments to implementation; and
 - Operating and Capital resources that are required for continued implementation.

2. Management Employee's Reports to Council and Funding Applications should explicitly identify how their work relates to an Action Item or Goal. If the recommendation is not directly applicable to an Action Item or Goal, they should identify how it supports the vision and mission of the Plan.